

South Carolina State University

Orangeburg, South Carolina

2006-2011 Strategic Plan *FINAL REPORT*



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2006 -- 2011

THE TRANSITION

GOVERNOR

Nicki Hailey (2011 - Present)

Mark Sanford (2006-2010)



Dr. George E. Cooper

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Mr. Jonathan Pinson (2010 – Present)

Mr. Lumus Byrd, Jr. (2009-10)

Maurice G. Washington (2006-09)

PRESIDENT

Dr. George E. Cooper (2008 – Present)

Dr. Andrew Hugine, Jr. (2004 - 2007)

INTRODUCTION

The 2006-2011 South Carolina State University Strategic Plan provided guidance for the University between July 1, 2006 and June 30, 2011 and this report highlights some of the accomplishments that occurred during this period. There were seven major administrative focus areas (listed on the next page) with ten strategic issues that were divided into twenty-nine (29) institutional goals to accomplish within this five-year time span. All of the issues and goals are addressed in this final report.

Primarily due to the tenacious spirit of the faculty, staff, students and other stakeholders, SC State University overcame several major challenges during this report period, including numerous transitions in leadership position, including the president, members of the Board of Trustees, and senior administrators. Along with these administrative changes were also organizational changes. Financially, the University endured, along with other state universities, multiple major reductions in state funding from 2009 through 2011 fiscal years, but countered with increased alumni giving and more external and research grants. Despite reductions in deferred maintenance revenues, several residence halls and academic buildings were renovated, new buildings were completed and planned, and the campus landscape was revitalized with plants, new signage and painting.

Although this document lists only some of the major accomplishments, many others occurred that continue to position SC State University as a highly competitive postsecondary institution among colleges and universities throughout the state and nation. More details of these achievements, and other milestones, have been included in numerous reports and publications, such as the university's e-news, Focus Reports, Annual Strategic Plan reports, departmental websites, newspaper articles, and brochures.

*Rita Jackson Teal, Ed.D.
Executive Director
Institutional Effectiveness*

ADMINISTRATIVE FOCUS

Planning, Management and Evaluation – to ensure that all stakeholders are informed, committed and engaged in the process together

Academic Infrastructure – to realign the academic preparation of our students to meet current and future workforce demands and societal needs

Administrative & Physical Infrastructure – to offer the most effective and efficient services, facilities and technology in meeting the needs of students, faculty and staff

Human Resources – to provide competent, committed and dedicated faculty and staff to perform the tasks necessary to sustain a high performing university

Research Development and Community Involvement – to increase the knowledge base of the university in support of the local and global communities

Institutional Advancement – to share with stakeholders the benefits of the university and to solicit their support in rebuilding

Student Life – to assist our students holistically in an enhanced living and learning environment

VISION STATEMENT

SCSU will be one of the top 25 public universities, among peer institutions, as measured by recognized independent ratings.

MISSION STATEMENT

The SC State University mission statement underwent several revisions during this five-year period with the final approved statement listed on the following page.

Mission Statement December 1997 - April 2010

South Carolina State University, a senior comprehensive teaching institution, is committed to providing affordable and accessible quality undergraduate and graduate degree programs. This public university with a student population between 4,000 and 5,000 is located in Orangeburg, an area that has a traditional rural, agricultural economy which has expanded to include a business and industrial focus that is national and international in scope. South Carolina State University's 1890 land-grant legacy of service to the citizenry of the state is ensured through its collaborative efforts with local, rural, and statewide businesses, public education, colleges and industry. This symbiotic relationship provides a catalyst that spurs a reciprocal economic and social growth for the University, state, nation and the international community-at-large.

South Carolina State University, founded in 1896 as a historically Black co-educational institution, embraces diversity among its students, faculty, staff and programs. While maintaining its traditional focus, the University is fully committed to providing life-long learning opportunities for the citizens of the state and qualified students of varied talents and backgrounds in a caring and nurturing learning environment.

South Carolina State University, through instruction, research and service activities, prepares highly skilled, competent, economically and socially aware graduates to meet life's challenges and demands that enable them to work and live productively in a dynamic, global society. The University offers sixty baccalaureate programs in the areas of applied professional sciences, engineering technology, sciences, arts, humanities, education and business. A small number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration. Faculty and students participate in research that stimulates intellectual growth, enhances and facilitates student learning and adds to the scientific knowledge base of the academy. Service activities, which are provided through programs related to agriculture, adult and continuing education, research, cultural arts, small business development and other special interest areas, are designed to enhance the quality of life and promote economic growth. These efforts, supported by various applications of technology, are achieved in a climate of mutual trust and respect through methods of scholarly inquiry and scientific research. (The South Carolina State University Mission Statement was approved by its Board of Trustees on December 2, 1997.)

Mission Statement (Approved May 2010)

South Carolina State University (SC State) is a historically Black public 1890 land-grant senior comprehensive institution of approximately 4,500-6,000 students. Located in Orangeburg, South Carolina, SC State University is committed to providing affordable and accessible quality baccalaureate programs in the areas of business, applied professional sciences, mathematics, natural sciences, engineering, engineering technology, education, arts, and humanities. A number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration.

SC State University prepares highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society. Through technology and traditional methods of teaching and learning, research and service, the University enhances the quality of life of citizens and contributes to the economic development of the state and nation.

(This mission statement was approved by the S.C. State University Board of Trustees on March 30, 2010 and by the South Carolina Commission on Higher Education May 6, 2010.)

THE UNIVERSITY

Since its founding in 1896, South Carolina State University has evolved from a small teachers' college into a major university center of learning, comprised of 160 acres and more than sixty buildings on its main campus.



Bradham Hall

South Carolina State University is located in Orangeburg, South Carolina, which is centrally located between the capital city of Columbia and the beautiful seaport city of Charleston. The University is one of two land-grant institutions in the Palmetto State and is state-assisted. It draws its students from all over the United States and various foreign countries.

The approximately 4,500 students enrolled at the University have choices of more than fifty different fields of study on the undergraduate and graduate levels. The academic programs are housed in three colleges and one graduate school. The School of Graduate Studies offers programs at the master's, educational specialist, and doctoral levels. The University also provides on-line and off-campus undergraduate and graduate courses through its Office of Extended Studies and University Center at Greenville branch campus.

In support of its mission as a land-grant institution, South Carolina State University administers an Extension Program of service to the people of the state of South Carolina. In addition to contributing to the economic growth and development, the University makes a special effort to contribute to the intellectual and cultural life of the community through numerous co-curricular offerings and special activities such as lecture series and lyceum presentations.

South Carolina State University supports fifteen NCAA varsity sports, which have brought the Institution more than eighty-five conference championships and seven national titles.

The University also houses Felton Laboratory School, a professional development school with grades K-8 which has received numerous awards for its programs and academic achievements and the Child Development Learning Center, which is accredited by the National Academy of Early Childhood Programs (a division of the National Association for the Education of Young Children (NAEYC)).

PLANNING, MANAGEMENT AND EVALUATION

STRATEGIC ISSUE: Accountability for implementation of strategic plan and resources to implement

Goal 1. Establish a systematic process to maintain accountability for implementation of the strategic plan.

- ◇ **Develop and implement a plan for monitoring and reporting on strategic issues to include responsible person, timelines and a method for evaluation.**

A plan was developed and implemented for monitoring and reporting on strategic issues to include responsible person, timelines and a method for evaluation. Initially, quarterly reports were developed and distributed campus-wide and to the SC State University Board of Trustees. However, it was found to be more feasible to develop annual reports and place them on the university website for internal and external stakeholders to view. The website is:

<http://www.scsu.edu/aboutscstate/institutionaleffectiveness/planningandassessment.aspx>.

The Executive Director of Institutional Effectiveness is responsible for collection of reports from team leaders and compilation of reports and posting on the website. Reports are submitted in June/July with reports posted in early fall. Team leaders assumed the responsibility of monitoring progress in meeting objectives within their units and the President's Cabinet provides general oversight of progress.

Goal 2. Establish a Data Warehouse to support evaluation of performance and management decision-making.

- ◇ **Establish and charter a special task force to update procedures for reporting data to organizations that rank and utilize data from SCSU.**

A special task force was established to update procedures for reporting data to organizations that rank and utilize data from SCSU. The Director of Institutional Research was selected as coordinator of this group. Preliminary activities of the Task Force included reviews of literature and data sources such as EDUCAUSE, CHEMIS, NCES, and Common Data Set for establishing a data warehouse; a determination of offices that report SCSU data to external agencies; and current organizations/agencies that report SCSU data for ranking. Results indicate that various campus offices must provide external data. Current organizations/agencies that report SCSU data for ranking include: US News and World Report, Washington Monthly, College Board Survey, Peterson Guides (Undergraduate and Graduate Report), Diverse Issues in Higher Education, American Colleges and Universities Survey, Educational Trust – Lumina Foundation, IPEDS – National Center for Statistics (US Department of Education), and South Carolina Commission on Higher Education. This is an ongoing activity.

◇ **Establish a data warehouse.**

Due to funding reductions, funds for the data warehouse software were initially recalled and reinstated in 2010. This caused significant delays in the establishment of the data warehouse, which will now be concluded during the 2012 fiscal period (assuming funds remain).

◇ **Provide data analyses to enhance performance and management decision-making**

Data analyses continue to be provided for enhancing performance and decision making by Institutional Effectiveness through Institutional Research, Human Resources, and Planning and Assessment. An annual Fact Book is developed and placed on the university website that includes current and trend data. Information on grade distribution is also shared with deans and chairs on a regular basis. These data sets are often utilized for program reviews and accreditations and by committees and administrators for decision-making.

Goal 3. Ensure effective communication of the University's mission, vision, and values.

◇ **Develop a comprehensive communication plan that disseminates strategic plan information to internal stakeholders.**

The final strategic plan was distributed to all administrators, and approved by and distributed to the Board of Trustees. Regular updates on the progress of the Strategic Plan were provided via the university website.

◇ **Establish a communications vehicle to ensure that external stakeholders are kept abreast of the status of the strategic plan.**

Annual reports of the progress of the Plan are on the University website, which is accessible by internal and external stakeholders.

Goal 4. Improve the level of accountability of employees.

◇ **Provide regular reports on progress of the Strategic Plan**

Regular reports are presented to the President's Cabinet and the Board of Trustees. Any concerns are addressed by vice presidents within their divisions.

ACADEMIC INFRASTRUCTURE

STRATEGIC ISSUE: Alignment of academic programs with market (new, improved, deleted)

Goal 5. Evaluate academic programs and course offerings with respect to program viability and career potential of graduates and market needs.

- ◇ **Conduct an academic program review to determine academic effectiveness, program viability, and career potential of graduates for degree offerings at SCSU.**

The Education Commission of the States conducted an academic review during the 2006-07 academic year. This review covered the following areas: assessing student supply and workforce demand; articulation with secondary schools; preparing graduates for the global economy; profiles of future students; graduation rates; competitiveness with peers; lifelong learning opportunities, and SCSU's role in promoting South Carolina's economy. A final report was submitted to the Board of Trustees at their June 2007 retreat. Academic administrators reviewed the recommendations of the review.

In fall 2010, the Division of Academic Affairs began an Academic Review of all of its academic programs as part of the Board of Trustees' mandated Retrenchment and Enhancement initiative. A final report is scheduled for 2012. The last comprehensive review of individual programs was conducted in 2002. As the University positions itself for the future, the current review will determine if current programs are still relevant and/or align with the University's mission and strategic plan.

The General Education Curriculum is also being reviewed by an ad-hoc General Education Committee to evaluate its effectiveness and to determine whether curriculum changes are needed.

- ◇ **Develop a process for continuous improvement and evaluation of academic programs and course offerings with respect to program viability and career potential of graduates and market need.**

All academic departments and applicable programs continue to assess their respective programs to determine academic effectiveness, viability, and career potential for graduates. Annual assessment of student learning outcomes is completed to ensure that graduates receive the competencies and knowledge that best prepare them for their careers and/or future academic pursuits.

Goal 6. Prepare students to function effectively in a global society.

◇ **Increase emphasis on international activities and globalization.**

South Carolina State University is a member of the National Student Exchange (NSE) Program, a consortium of more than 170 state-supported colleges and universities throughout the United States that exchange students for up to one academic year.

Faculty, deans and chairs at SC State continue to engage in initiatives to globalize the curriculum and to provide students with opportunities to interact with persons from other countries and cultures. The Business Program established the International Business minor. The introduction of this program was supported by a US Department of Education grant that funds faculty development, student and faculty travel, and other initiatives that enhance our international presence. Further, most Business courses and texts enable students to study the impact of globalization on firms, and their employees, customers, suppliers, business partners and other stakeholders. The study of global strategies includes an understanding of intercultural relations, operations management in foreign subsidiaries and the host country business practices.

The Study Abroad Office, housed in the Honors Program, is fully functional and offering more study abroad opportunities to students and faculty. The University has entered an agreement with the American Shipboard Institute that will allow SC State students an opportunity to travel to more than 12 countries per semester while enrolled in 15-18 credit hours. Student participants will earn a Bachelor's degree from South Carolina State with a seal from the University of Virginia.

Goal 7. Increase the utilization of technology for academics.

◇ **Develop and implement an academic technology plan.**

In the area of class instruction, faculty utilize Blackboard, streaming video, instructional digital video discs (DVDs), Banner systems, TaskStream, and electronic research databases to enhance the teaching and learning process. More SMART classrooms have been installed and are in use throughout the campus. There has also been an increase in on-line courses over the past five years. Standards from the International Society for Technology Education (ISTE), in collaboration with the National Council for the Accreditation of Teacher Education (NCATE), serve to guide the evolution of technology use.

◇ **Create and implement a class master schedule that meets the program needs of all students.**

The Astra Scheduler and Platinum software products have been purchased and delivered to campus. They will be implemented with Banner software during fall 2011.

Goal 8. Increase access to academic programs through distance learning.

◇ **Develop an infrastructure to support different modes of instructional delivery.**

The Office of University Computing and Information Technology Services led the upgrading of the university's mainframe system to Banner 8, thereby providing the opportunity for the Office of Extended Studies to coordinate significant upgrades to the Blackboard course management system. The upgrade to version 8 affords enhanced assessment capabilities and a more stable software platform to improve on-line (distance learning) courses. This upgrade has provided more opportunities for faculty to receive training for offering more distance learning courses.

Goal 9. Improve academic quality through enhanced faculty development and scholarly achievements.

◇ **Create an infrastructure that promotes faculty development.**

The Division of Academic Affairs has created the following to enhance faculty development and scholarly achievements:

- Established Plenum: A Journal of Interdisciplinary Studies that allows faculty an opportunity to publish their research.
- Set up a Center for Teaching and Learning with the mission of promoting teaching excellence and enhancing teaching effectiveness in order to maximize the quality of teaching and learning at SC State University; and
- Provides annual faculty development institutes that cover a variety of topics to improve teaching and learning.

◇ **Demonstrate measurable evidence of faculty participation in governance.**

Faculty serve on all university-wide committees and serve as chairs on several of those committees.

The President of the Faculty Senate serves as an ex-officio member of the Board of Trustees.

The Deans 'Council and the Chairs' Forum provide avenues for discussing academic issues to include personnel, curriculum, programs, etc.

The General Education Curriculum Committee oversees the development of new academic programs and courses as well as revisions to programs and courses. This committee includes deans, chairs and faculty.

The Retrenchment and Enhancement Committee composed of faculty, staff, students, alumni and administrators

ADMINISTRATIVE & PHYSICAL INFRASTRUCTURE

STRATEGIC ISSUE: Institutional processes and resource allocation

Goal 10. Review and improve institutional processes, procedures and resource allocation.

◇ Examine current institutional processes related to allocation of resources.

The University prepares quarterly budget versus actual revenues and expenditures reports compare whether or not the resources are received and expended in a manner as planned. This quarterly report allows the University to make appropriate adjustments in the events anything is out of line. During the years various adjustments were made to both projected revenues and expenditures due to state appropriations reductions.

◇ Align resource allocation to the strategic plan

Resource allocations are on-going. As part of the budgeting process, information is provided for each account that prioritized allocations related to achieving strategic plan goals and objectives. Internal budget audits are conducted periodically to determine projected changes and needs. Due to budget reductions that began in 2008, some items in the strategic plan were delayed or postponed. However, each quarter the budget office analyzes and prepares a budget to actual report for both revenues and expenditures. This report is given to the president, cabinet and Board.

Goal 11. Enhance the use of technology for administrative purposes

◇ Review the current status of technology in supporting the administrative infrastructure

A campus-wide wireless network study was completed by BellSouth. The study provided a blueprint for the installation of a complete wireless network on campus, including all buildings and select green spaces. The Office of University Computing and Information Technology Services led the upgrading of the university's mainframe system to Banner 8, which enhanced administrative utilization of technology campus-wide. This upgrade also allows a paperless application process for students applying to the university and students have the ability to complete the registration process on-line. Students also have internet and, in some cases, wireless, access, to the internet. The ability of students to make credit card payments via the web was implemented.

◇ Develop on-line learning opportunities for faculty and staff.

All of the campus classrooms and offices in academic buildings have wireless access. All faculty computers have internet access. The University invested in an annual Banner

Academy on-line training program. This program is accessible for all faculty and staff and provides training on all processes within the ERP (Banner) system. Support was provided for and exposure to training opportunities via internet (e.g., virtual meetings, online workshops, etc.). Various internet training offerings were reviewed to decide the most appropriate and efficient modules to be offered in a given timeframe. Courses and on-line account management tools are user-friendly and are excellent resources for those who prefer the on-line learning methodology. The Professional Development Program includes both classroom and on-line courses which address the needs articulated by the needs assessment survey. The program and all of its components were finalized and the program publicized.

STRATEGIC ISSUE: Facilities/Infrastructure to accommodate current and future university needs

Goal 12. Meet the current and future facilities/ infrastructure needs of the University.

◇ **Maximize use of current university facilities.**

A survey of faculty for input on space needs has been completed. An analysis of existing space is completed. CHE has developed standards for all institutions using national and state peer institutions. SC State will assess its actual utilization based on these standards.

With the construction and purchase of new student housing, five dormitories have been taken off-line and an assessment is in process to determine the optimum use.

The renovation of Lowman Hall allowed many of the space needs to be met. Many of the administrative services were moved to Lowman Hall (president's office, Board of Trustees conference room, finance, payroll, accounts payable, institutional effectiveness, and legal affairs).

Additional space was provided for Athletics in Nix Hall.

A one stop shop for services needed by students, such as admission, cashier, financial aid, bookstore, registrar, treasurer, etc. was implemented in Crawford Zimmerman and Moss Hall. This helps students to access most of the needed services in these two locations.

Donma building houses Graduate Studies, academics affairs and student services administration, and institutional advancement.

Grants accounting moved to the building formerly occupied by Human Resources and the Y-Hut which is currently occupied by grants accounting is available for faculty offices.

◇ **Develop a space utilization plan that incorporates input from all divisions.**

The Commission Space Standards and Utilization policy was followed to develop a space utilization plan. Facilities has an on-going project which encompasses interviewing key personnel in each division regarding space usage. Data has been collected to aid in decision making for best usage of available space. We are currently investigating acquiring software to electronically track available and occupied space on the campus.

◇ **Remodel, expand and renovate current academic and non-academic buildings.**

The entire library was steam cleaned and carpet was replaced in the lobby.

Extensive improvements were made at the MLK Auditorium, Nance Hall, Student Union and the Administration Building.

New air-conditioning units were placed in Crawford Zimmerman, Staley Hall and Moss Hall.

Renovation of D-Wing in Turner Hall is completed.

Completed the exterior renovations of Turner Hall Classroom Building.

Lowman Hall was completely renovated and occupied.

Renovated the Honors College in Moss Hall Annex.

Installed new chillers in Belcher Hall, Nance Hall, Lewis Lab, Dukes Gym, MLK, Earle Hall, Rowe Hall, and Nix Hall.

Renovations were made to Moss Hall (paint, flooring, new ceilings, etc.).

Lighting upgrades with ballasts and bulbs placed in 13 facilities.

Temperature controlled thermostats on 196 units at Hugine Apartments to prevent unit freeze-up have been installed.

Replacement in-kind of (6) 4-5 ton package AC unit, and (4) 25-50 ton compressors is ongoing.

The Phase One implementation of the Campus Wide Security Cameras was completed. The first phase of the project consisted of the installation of approximately 96 closed circuit television cameras (CCTV). The initial implementation concentrates primarily on the residence halls and academic facilities. Additional features for security cameras to the 14 emergency call boxes are to be added.

The auditorium in both Crawford Engineering and Nance Halls were completed with new seats and floor covering.

An exterior restroom facility was constructed in fall 2009 at athletic precinct.

◇ **Construct new facilities**

Completed the construction of the new Leroy Davis Science Hall to house classrooms (55,000 sq. ft.)

Construction was begun on the new 100,000 foot Engineering and Computer Science Building to house Nuclear Engineering and Engineering Technology programs, as well as the Mathematics and Computer Science Program.

SCSU is still seeking funding from the General Assembly for the Library. The schematic design phase has been completed.

◇ **Enhance campus land infrastructure**

The Mack Property at 1981 Russell Street was acquired. Acquisition of additional land is ongoing.

◇ **Provide organized transportation for off-campus students to and from campus.**

South Carolina State University, in an effort to increase efficiency and enhance Fleet Management service in association with the Southern Rural Transportation Center (SRTC), managed the Orangeburg Rural Transit Demonstration Project (ORTDP). Fleet Management provided shuttle service as needed to student housing hotels and special events. Future shuttle service may be provided with appropriate equipment, staffing and funding.

Goal 13. Provide sufficient on and off-campus housing and facilities to meet enrollment growth.

◇ **Provide adequate campus housing for an additional 2,000 students (approximately 100% increase).**

SC State has nearly 2,500 beds which are sufficient for now. 1,139 New Beds have been provided. Many of these beds were replacement. Construction of all phases of 755 bed housing complex was completed January 2007. University Village was purchased March 2007 to offset residence needs per projected enrollment growth. Bethea, Nix, Earle, Manning, Miller and Bradham halls as housing were taken offline 07/31/07. Nix was converted to office space for Admissions. Earle Hall underwent fire and life safety upgrades to meet current building codes and has been placed back on-line as a residence hall. The Miller Hall Office Up Fit Project is on track with a feasibility study in progress by Woolpert, Inc. of Charlotte, NC. A seismic/

soils study is in progress. Structural upgrades are anticipated due to the increased loading nature associated with an office building rather than a residence hall.

- ◇ **Provide adequate facilities for student life, recreation, sports and leadership activities commensurate with projected enrollment growth.**

Outdoor Basketball Courts added November 2006.

The swimming pool has been put back on-line as of September 2007. Dukes Gymnasium has been made handicap accessible with a ramp board. A new floor has been installed and plans are in place for a new roof.

As a result of an assessment of campus security and monitoring, more than 25 call-boxes were installed on the campus as well as 75 surveillance cameras. In addition, alarm systems are being explored.

HUMAN RESOURCES

STRATEGIC ISSUE: Selection, employment and retention of appropriate personnel

Goal 14. Improve the University's ability to attract, recruit, and retain personnel appropriate to the positions and responsibilities needed by the University.

◇ **Develop and implement advertising practices to attract/recruit desired faculty and staff.**

An Employment and Recruitment Manager was hired to develop, coordinate and manage an effective faculty and staff recruitment program. Semaphore, a marketing/ branding firm, was hired to assist with the marketing and public relations for the University. A report was given to the Board of Trustees on 08/09/06 and announcements were made via public media related to marketing concepts presented.

All positions continue to be advertised on the University's Online Employment System (PeopleAdmin). In fiscal year 2008 – 2009 these methods of advertising, in addition to other online advertising vehicles (Charleston Post and Courier/monstor.com, The State Newspaper/careerbuilder.com and Atlanta Journal Constitution/yahooohotjobs) were used to recruit the University's executive management vacancies as well as other key positions.



Higher Education Select Suite

Although the University used the *Chronicle of Higher Education*, the *Inside Higher Ed* publication and HigherEdJobs.com during the earlier years of this plan, due to budgetary constraints, the practice of using the *Chronicle of Higher Education* and various job advertisement media for advertising positions was extremely limited in 2010/11. However, the University began the use of the Budget and Control Board Office of Human Resources online employment site (NEOGOV) to attract a wider pool of applicants for selected positions. Advertisement of the Vice President for Finance and Management vacancy on NEOGOV elicited approximately 35 applicants who met the advertised qualifications for that position. Additional applicants were attracted through the University's online employment site (PeopleAdmin) and various other media.

◇ **Establish competitive salary and benefits policies and practices.**

As the following table illustrates, average SC State faculty salaries of full-time teaching faculty (nine-month contract basis) have consistently been above the comprehensive teaching public universities since the 2007/08 academic year.

Additionally, a research incentive bonus plan was established for faculty providing bonuses up to \$3,000 per academic year in fall 2010.

**Five-Year Trend of the Average Salaries of Full-Time Teaching Faculty
Nine-Month Contract Basis SC Comprehensive Teaching Public Universities**

	2006/07	2007/08	2008/09	2009/10	2010/11	2010/11 Over 2006/07
The Citadel	\$65,605	\$67,332	\$66,964	\$68,583	68,333	4.2%
Coastal Carolina	58,227	61,905	64,034	65,270	65,110	11.8%
College of Charleston	59,827	62,380	64,845	64,707	64,679	8.1%
Francis Marion	56,453	59,325	60,556	60,198	61,004	8.1%
Lander	50,241	51,303	41,659	52,225	51,388	2.3%
SC State	54,686	59,425	60,512	60,545	60,175	10.0%
USC Aiken	54,998	55,741	54,968	55,116	55,219	0.4%
USC Beaufort	50,861	54,630	55,926	55,681	56,393	10.9%
USC Upstate	52,905	54,164	55,391	54,758	55,541	5.0%
Winthrop	59,447	60,987	61,068	62,291	62,250	4.7%
Average	\$56,325	\$58,719	\$58,592	\$59,937	\$50,009	6.5%

◇ **Provide faculty and staff to accommodate student enrollment**

At least fifteen new faculty and seven additional residence hall counselors were hired during 2006/2007 to accommodate increased student enrollment and to meet needs of students. Although the University underwent several furloughs during this period, faculty and staff positions have been posted and filled throughout the years to fill vacancies and meet student enrollment needs.

Goal 15. Improve the productivity and quality of employees.

◇ **Examine roles and responsibilities of staff.**

Position descriptions were updated in connection with the University's staffing analysis, which was conducted by a consultant. The performance evaluation and position description for staff employees are combined into one document; therefore, when the performance evaluations are submitted in December, they include the updated position descriptions as well.

◇ **Demonstrate opportunity for staff participation in governance.**

The President of the Staff Senate, as an ex-officio member of the Board of Trustees, participates in Board meetings, to include its annual planning retreat in June. Additionally, the President of the Staff Senate meets with the University President during the fiscal year to discuss staff employees concerns. Staff members are represented on all university-wide committees.

◇ **Promote and utilize a flexible work schedule.**

The Flex-Time/Compressed Workweek Policy was revised in conjunction with the revision of the university's Personnel Policies and Procedures Manual which was approved by the President and Cabinet in 2007 and several staff members have taken advantage of this opportunity.

◇ **Enhance the general orientation program for new employees.**

The New Employee Orientation Program was revised to address all activities outlined in the University policy. The Program has been enhanced to include presentations from areas not previously included and greetings from the President (or his designee). All new employees are issued a binder with University Policies & Procedures. The Staff Development & Training Web page was developed to include information for new employees (i.e. benefits, direct deposit, people to know and parking etc.). Senior staff are identified within departments to serve as mentors to new employees as they are hired.

◇ **Establish a viable employee development program.**

- ◆ A comprehensive development needs analysis was conducted in July 2006 utilizing Monkey Survey, which encompassed employees at all levels, as well as managers to ascertain departmental development needs. Subsequently, to ensure our program remains viable, assessments are conducted every two years. Also, assessments are conducted after each professional development session.
- ◆ The Professional Development Program consists of three core modules: Administrative Professionals Development Program, Leadership Institute for First Line Supervisors and Leadership Institute for Mid-Level Managers.
- ◆ The Office of Professional Development publishes the training schedule on the University's website.
- ◆ Annual faculty development institutes have been held in August and January to provide professional training for faculty. External consultants have been utilized to provide the most current teaching methodologies.
- ◆ In addition, faculty and staff attend professional meetings and conferences throughout each year to ensure that personnel maintain an awareness of current trends in their fields.

Goal 16. Improve customer satisfaction as a result of periodic assessments.

◇ **Increase campus wide communication for customer service week**

In addition to the formal Customer Service training workshop that is offered annually by the Office of Professional Development, staff assist departments on an as needed/ requested basis to address specific situations.

Campus-wide communication for customers' appreciation week increased through various emails and meetings in addition to one-on-one customer service sessions. A draft was developed of the instructional and learning objectives for a course module for the development program for mid-level managers entitled: Customer Service: More than Please & Thank You, and the Administrative Professionals entitled: Keeping Your Customers Satisfied. Plans are underway to develop a vignette that will be presented at the new employees' orientation sessions and will be made available (on-line) to all employees. Additionally, "customer service tips" are distributed through the Academic Success and Retention Program regularly.

◇ **Increase staff development opportunities in customer service.**

Monthly secret shopping events were conducted throughout the Campus and congratulatory tokens (T-Shirts, Let's Celebrate Singing Balloons, and Crystal Bulldogs engraved "Creating Excellence") were presented. The President, Cabinet Members and Administrators were involved in Customer Appreciation Activities held on Monday, October 23, 2006. "*You are Appreciated Wristbands*" were purchased and presented to all students/faculty/staff.

In conjunction with the Office of Staff Development and Training, training modules on telephone etiquette and general office management for administrative support staff are being implemented during Fall Semester 2006. An employee was hired in a joint appointment to perform quality assurance and athletic marketing duties. (HR)

A customer service subcommittee of the Student Success and Retention Committee has been established with the purpose of maintaining processes that promote accountability to the University's system, donors and benefactors, fee paying students and the taxpayers of South Carolina. Both the subcommittee and the Committee are analyzing survey data, such as data from the *Student Satisfaction Inventory*, to determine campus units/areas that need upgrading in customer service training.

RESEARCH DEVELOPMENT AND COMMUNITY INVOLVEMENT

STRATEGIC ISSUE: Enhance the role of research in supporting SCSU's internal and external goals.

Goal 17. *Build an infrastructure for the University to compete as an HBCU institution (1890 land-grant institution) with mainstream programs in basic and applied research and extension.*

◇ **Become more competitive in research.**

On-going research workshops and forums were held on Campus to encourage continuous proposal writing and submissions for faculty.

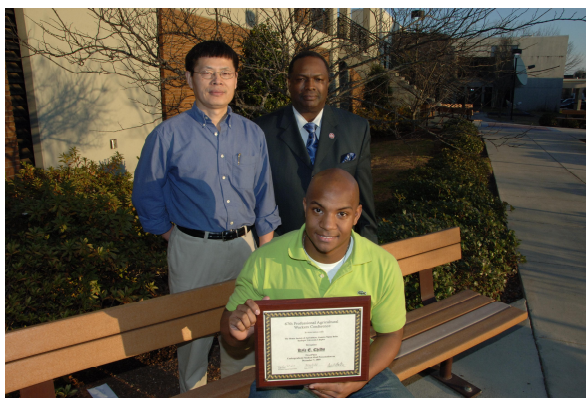
A revised research process was formatted for implementation of all new research projects.

Supported the conducting of research projects utilizing either applied or basic research methods, which focuses on agricultural, food sciences, environmental conservation, and human and rural economic development efforts. These research areas are mission driven and established based on research initiatives as mandated from USDA and outlined in the Farm Bill. This will enable us to position ourselves for increased awarded projects and dollars.

Target increased extramural research funding opportunities from specific Federal research funding agencies. These agencies included, but not limited to, National Science Foundation (NSF), National Institutes of Health (NIH), United States Department of Agriculture (USDA), Department of Defense (DoD), Department of Energy (DoE) and Department of Education (DoEd).

Established research partnerships and collaborations with other educational institutions within and outside South Carolina.

SC State Sophomore, Kyle Childs, captured first place for outstanding scientific research presentation at the Professional Agricultural Workers Conference in 2010. His presentation was based on a multi-university research project. —————→



STRATEGIC ISSUE: Significantly enhance and improve the university's image through increased community involvement.

Goal 18. Increase partnerships and collaborative efforts to strengthen community, governmental, and international relation.

◇ **Enhance the University's partnerships with local industries and manufacturers.**

Leverages current 1890 Research and Extension partnerships with local industries within the counties throughout the State of South Carolina. The 1890 Research and Extension Program has established and maintains over 70 partnerships with local industries, businesses, faith-based organizations, farmer coops, etc.

Leverages the resources of 1890 Extension program with the SC State Small Business Development Center.

Goal 19. Improve the social, economic and physical well-being of citizens in South Carolina.

◇ **Increase the level of inter-disciplinary, community-based participatory research.**

Through participation in various conferences, workshops, etc. administrators and staff were informed of funding opportunities from state and federal agencies. Evaluations continue to be the tool to assess research needs of the community for the 1890 Research and Extension Program. Over 90% of the researchers have been exposed to BANNER training to better assist them in managing their budgets.

Dr. Waltena Simpson and Dr. Rizana Mahroof are among the many university researchers engaged in community-based research, who also include students in completing their research projects.



Dr. Waltena Simpson and Students



Dr. Rizana Mahroof and Students

The current HBCU/HUD based CDC conducts workshops and other community based programs for the local community of Orangeburg.

One of the honors received by SC State University included one of 10 Noble State Document Awards at the State Library in Columbia, S.C. for the 2010 research study,

“Creating Greater Opportunity in South Carolina’s I-95 Corridor: A Human Needs Assessment”.

Goal 20. Improve the effectiveness of the 1890 Research and Extension Program’s integration and support of teaching, research, extension, and public service.

◇ **Increase efforts to raise the awareness of 1890 Research and Extension Program Resources**

All 1890 Research Projects incorporate an 1890 Extension component.

The 1890 Communications Office distributes media releases for newspapers publicizing the research activities of SC State University and 1890 Research and Extension services.

The Research Calendar is published and distributed to all funding agencies and SC State supporters.

SC State University researchers are featured in local and State media sources.

The 1890 Extension Program annually attends the Orangeburg County Fair and Black Expo, held in Charleston and Columbia, SC to promote the department and discuss the programs and services offered to South Carolinians.



Goal 21. Improve the utilization of the James E. Clyburn University Transportation Center’s resources and leadership capabilities to advance transportation systems and services in rural and small communities

◇ **Use JECUTC’s funds to conduct research and provide technical assistance to rural and small communities in South Carolina.**

The James E. Clyburn University Transportation Center (JECUTC) is seeking funds to restart research and provide technical assistance to rural and small communities in South Carolina.

The JECUTC funded two cycles of research projects that helped in providing technical assistance and research to rural and small communities in South Carolina.

The JECUTC participated in technical Assistance Workshops and Community Leaders Institutes in South Carolina rural communities including Bamberg, Hampton, Allendale, Aiken, City of Seneca, and Hemingway. Technical assistance for transportation traffic studies were provided in Orangeburg/Calhoun and Greenwood.

◇ **Seek additional funding to continue transportation services.**

The JECUTC is continuing to seek additional funding from the U. S. Department of Transportation/ Research Innovative Technology Administration, U. S. Department of Labor, and the U. S. Department of Energy to continue transportation services.

◇ **Establish collaborative community partnerships throughout the state to promote and support the development of rural transportation services.**

Community partnerships were established with the state and national transportation agencies. These partnerships include: South Carolina State Ports Authority, Orangeburg County Government, Calhoun County Government, Clemson University, Greenwood County, Williamsburg County, South Carolina State Department of Transportation, and the South Carolina Department of Transportation Mass Transportation Training Program.

Goal 22. Improve the quality of life of citizens and the economic development of the region

◇ **Enhance faculty and staff involvement in the community - adding to the quality of life.**

SC State's Small Business Development Center assists with tax preparation annually. The SBDC sponsors a tax workshop which features speakers from the Internal Revenue Service (IRS), the SC Department of Revenue (DOR) and the Employment Security Commission (ESC) on record keeping, the types of business entities, employment taxes, and an overview of various forms, as well as e-file.

Among numerous 1890 Extension Program outreach activities, the staff provided a residential camp in the summers of 2010 and 2011 for a total of 400 youth from across the state. The camp included fun and educational activities.



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- ◇ **Assess the needs of the local community and adjust program activities accordingly.**

1890 Research and Extension serve the community with workshops and training seminars. In addition to youth programs, the 1890 staff assist local farmers in becoming more competitive as agricultural entrepreneurs through the Small farmer Agricultural Leadership Training Institute.



Goal 23. Improve the effectiveness of the Office of Sponsored Programs in leadership, facilitation and oversight of the University's research program.

- ◇ **Maintain a comprehensive information management system that incorporates the research needs and interests of the University, the training and expertise of faculty and staff, and the unique academic (educational) framework of the University.**
 - Provided technical assistance to more than 60 faculty members.
 - Updated the appropriate technological resources in the OSP to meet needs of researchers, administrators and student in research.
 - Completing the training for full implementation of the Info Ed Tracking system.
 - Full Implementation to take place mid spring 2010 to early summer 2010.
 - Provided technical assistance to more than 50 faculty members.
 - Have updated the appropriate technological resources in the OSP to meet needs of researchers, administrators and student in research.
- ◇ **Broaden the research funding base of the University to include a broad spectrum of federal agencies, corporate and private foundations, state and municipal funding sources.**
 - Total funded July 1, 2010 to April 7, 2011 is \$16.9M, excluding 1890 Research Awards.
 - Total funded July 1, 2009 to February 22, 2010 is \$18.7M.
 - Provided technical workshop to faculty members on grants writing and grant management.
 - Completed the Research Incentive Plan, which has been approved by the BOT.
 - Assisted various faculty members with proposal development and budget preparation.

◇ **Establish mutually beneficial (long-term) research partnerships and collaborations with major corporations and other educational institutions.**

- Monitored the funding opportunities and emerging research needs of federal and state governmental agencies.
- Worked with the Federal, state agencies and private businesses to identify research opportunities, convey information regarding the SC state's capabilities, and create collaborative arrangements.
- Assisted researchers in making effective arguments to agencies, foundations, businesses, and other organizations that are potential sources of external funding.
- Established a numbers of MOU and team agreements with Federal, state agencies and private businesses.

◇ **Restructure the OSP to be more responsive to the external research environment.**

- ◆ Hired a compliance officer.

INSTITUTIONAL ADVANCEMENT

STRATEGIC ISSUE: Increase revenues through enhanced fundraising initiatives.

Goal 24. Increase fundraising goals to advance the mission of South Carolina State University.

◇ **Raise \$30 million in 5 years.**

Submitted preliminary plans for \$15 million endowment campaign over three years, possibly expanding to \$33 million over five year period by including some capital needs

◇ **Strengthen Annual and Planned Giving Campaigns.**

Increased annual giving 35% (\$2.3 million in June 30, 2010 to \$3.6 million through June 30, 2011); increased the number of individual alumni donors to SC State by more than 100% (3,646 on June 30, 2011 as compared to 1,770 on June 30, 2010) – the most improved one-year increase in recent memory

◇ **Develop Planned Giving Program.**

Recorded estate gift of \$150,000 from Dr. Harold Powell for endowment; initiated \$500,000 endowed scholarship for sciences with former President Dr. Leroy Davis chairing the fundraising project

STRATEGIC ISSUE: Identify and promote the University's competitive advantages (niche(s) in academic and non-academic areas of excellence).

Goal 25. Identify and promote SCSU's competitive advantages for marketing and improve SCSU image to attract more contributions and build donor's confidence.

◇ **Continue to utilize appropriate marketing strategies to promote SCSU.**

Published University Annual Report (18,000 pieces) to alumni of record, friends and corporations/foundation donors; developed e-news medium to provide quick, concise news of importance to university community and friends; developed mobile-giving campaign to encourage electronic donations and messaging about university; conducted student phonathon to deliver information about university and solicit support for designated areas of alumni interest; increased aggressive fundraising for WSSB campus radio station among alumni and local business (raised approximately \$20,000 for programming and local sponsorships of on-air activity)

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- ◇ **Identify academic areas that will serve as leads in promoting the University's academic programs.**

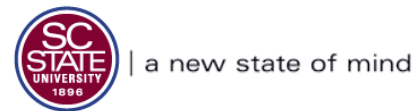
Received approval to restructure the University/Industry Cluster under Institutional Advancement to attract more corporate supporters in business, engineering and other professional programs; expanded the University Board of Visitors by two new members to reach more supporters of the university across a broad spectrum of community friends

- ◇ **Identify non-academic areas of the University that help to promote SCSU.**

Worked with Coach emeritus Willie Jefferies to identify new donors to increase endowment, including a "bulldog wall" campaign for athletic endowment with a goal of \$250,000 for unrestricted athletic department activity; changed the format of the annual scholarship gala and tribute to more local talent, increasing revenue and decreasing expenses – resulting in over \$200,000 raised for first time in memory of event

- ◇ **Improve SCSU image to attract more contributions and build donors' confidence.**

Implemented a new logo for the university.



Chartered three new alumni chapters to help market university activity (Northern Virginia, Myrtle Beach/Conway, and Lake City, SC) and build confidence in University activity; developed new partnerships with several companies to help move SC State to greater level of funding and build student internship opportunities (Boeing, SCANAA, BB&T, Nationwide Insurance, Turner Construction, Duke Energy, Progressive Energy, and BMW).

STUDENT LIFE

STRATEGIC ISSUE: Enrollment management

Goal 26. Annually increase and retain enrollment at a level that will produce 6,000 students by 2014

- ◇ **Develop and implement a comprehensive enrollment management plan to reach the 6,000 headcount goal by 2014.**

The University continues on the recruitment, enrollment and graduation of the top quartile of academically high performers in the state of South Carolina, our nation and the world. Our goal is 300 to 400 core scholar students annually that represent the very best students academically to enroll here at the University who are Palmetto Fellows, Presidential Scholars, National Hispanic Scholars and Teaching Fellows. By focusing on these groups of students would enhance our Honors Program (College), Nursing Program, College of Education, Humanities and Social Sciences and College of Science, Mathematics and Engineering Technology. In order to stay true to the Land-Grant Mission, the University will continue to provide opportunities for at least 10% of students who may need some additional academic enhancement to achieve their goal of earning a college degree.

STRATEGIC ISSUE: Living and learning environment for students that enhances student productivity

Goal 27. Provide a holistic living and learning environment for students.

- ◇ **Provide global activities for student body.**

The Division of Student Affairs and Residence Life and Housing continue to develop initiatives to assist with the total development of the students to be better or more productive students. These efforts include workshops and seminars that provide students with an opportunity to learn and study new trends and techniques in developing relationships, understanding business and community cultural dynamics.

- ◇ **Ensure graduate exit interview addresses student-centered concerns.**

Each Student Affairs office has conducted surveys and focus groups to deliver satisfaction levels and additional needs. Student Life and Leadership has also developed a comprehensive schedule of activities and programs for the year.

Goal 28. Improve the diversity of the student body.

- ◇ **Contribute to closing the gap in educational attainment across ethnic group, gender, income levels, and geographical regions of the state.**

The percentage of non Black/ African American students has increased from 4.1% to 6.2% in fall 2010; and the percentage of out-of-state students has increased from 16% to 19%. The table below illustrates the percentage changes.

Fall Enrollment (2006 - 2010)					
	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
Race					
Black/ African American	4205	4,716	4,600	4,237	4091
Non-Resident Alien	2	0	15	11	9
American Indian	2	2	7	3	5
Asian or Pacific Islander	18	20	13	11	16
White	140	167	198	144	169
Hispanic	8	14	17	24	29
Unknown	9	14	38	108	43
Residency					
In-State	3,664	4,089	4,139	3,806	3512
	84%	83%	85%	84%	81%
Out-of-State	720	844	749	732	850
	16%	17%	15%	16%	19%
Gender					
Female	2,561	2,857	2,866	2,634	2497
	58%	58%	59%	58%	57%
Male	1,823	2,076	2,022	1,904	1865
	42%	42%	41%	42%	43%
Total Enrollment	4,384	4,933	4,888	4,538	4,362

- ◇ **Enhance the participation and involvement of international students.**

We are continuing our Hispanic and Afro-Hispanic initiatives with the support of the Department of English and Modern Languages and our University Honors Program participants. These initiatives include Hispanic group recruitment sessions and Hispanic college fairs in Charlotte, NC and Atlanta, GA. We are coordinating our Hispanic students to support these recruitment activities. Our efforts will also include recruiting international students from countries that have demonstrated a commitment to assist their students to attend colleges and universities in the United States.

Goal 29. Sponsor a broad-based athletic program that continues to provide opportunities for student-athletes to develop academically and athletically.

◇ **Maintain full compliance with University, MEAC and NCAA regulations.**

The coaches met regularly with the compliance coordinator throughout the year to review the existing and new developments in NCAA, MEAC and institutional rules and regulations. In addition, a part of the agenda of these meetings was the analysis and review of squad lists, practice logs, and travel lists. Coaches and staff were kept apprised of the ongoing developments in athletics and how those developments interfaced with day-to-day performance as athletics employees.

◇ **Provide support in all areas of student-athlete welfare.**

Improvements were begun to the softball field to include grading the outfield, installing new turf and providing landscaping to the field. Painting and new signage were done to the weight room and some infrastructure enhancements were done in the visiting team football/women's track and soccer locker area.

◇ **Continue to recruit student-athletes who possess reasonable expectations of academic and athletic success.**

Coaches continued to recruit the best and brightest student-athletes for the University's athletics' programs. Coaches saw to it that the students they recruited had reasonable chance to be admitted to the University as well as have the best chance to graduate. More than 60 student-athletes received academic honors during this year's Honors and Award Convocation. Further, four teams, football, volleyball, men's tennis and women's tennis, were able to achieve conference championship honors and other teams improved their performance over last year's results. These are tangible indications of the kind of student-athletes the coaches recruit.

◇ **Maintain a sound financial base through adequate funding and appropriate management of funds.**

It is always the goal of the Department of Athletics to prudently manage the funds allocated to it and to maintain a sound financial base. This charge is delegated to the department's business manager who has monthly budget meetings with coaches and staff of the department. These meetings have provided the coaches and staff with the necessary information they need to manage the funds allocated to their programs. The Director of Athletics was then apprised of the results of these meetings.

To bridge the gap between the allocated funds and the needs of the particular sports, the Director of Athletics Marketing and Fundraising sought to bring in additional funds to cover that difference. The marketing director identified tapped and untapped resources that would continue to support the athletics programs during these tight budgeting times.

- ◇ **Continue to employ coaches and staff, consistent with University and Athletics Department philosophy and standards of integrity and moral conduct.**

The Department of Athletics experienced a few resignations from among its staff members. However, we continued to fill vacancies with well-qualified individuals who expressed and are proving their commitment to the established philosophy and standards of integrity and moral conduct.

- ◇ **Continue to support the educational opportunities offered student-athletes with the ultimate objective of graduating every student-athlete.**

The department's commitment to academic excellence remains top priority. The new full-time director of student-athlete support services has assumed the responsibility of overseeing the department's goal to graduate its student-athletes. In so doing, the new director has begun to put in place a plan, with the department's vision, to make sure student-athletes enroll in those courses that are consistent with their academic curriculum, that all student-athletes attend all classes, and when necessary they participate in those out-of-class activities, i.e., tutoring, study hall, counseling, labs, etc., that will reasonably ensure their academic success.

2006-2011 STRATEGIC PLAN TEAM LEADERS

Strategic Plan Team Leaders were responsible for the submission of regular reports on the progress of meeting strategic plan objectives for their specific areas.

Planning, Management and Evaluation

Dr. Rita Jackson Teal, Executive Director of Institutional Effectiveness

Academic Infrastructure

Dr. Joyce Blackwell, Vice President for Academic Affairs (07/2009 --)

Dr. Rita Teal, Interim Vice President for Academic Affairs (01/2008 – 06/2009)

Dr. Carl Carpenter, Interim Vice President for Academic Affairs (07/2007 – 12/2007)

Dr. JoAnn Rolle, Vice President for Academic Affairs (10/2006 – 03/2007)

Administrative and Physical Infrastructure

Mr. John Smalls, Vice President for Facilities, Finance & Management Information Services

Human Resources

Ms. Anna Haigler, Director of Human Resource Management

Research Development and Community Involvement

Dr. Dale Wesson, Vice President for Research, Economic Development & public Service (10/2009 --)

Dr. Leonard McIntyre, Interim Vice President for Research & Economic Development (07/2008 – 09/2009)

Dr. Leola Adams, Interim Vice President for Research & Economic Development (08/2006 – 06/2008)

Institutional Advancement

Mr. Anthony Holloman, Vice President for Institutional Advancement (01/2010 --)

Dr. Jackie Epps, Interim Vice President for Institutional Advancement (07/2007 – 12/2009)

Ms. Valerie Dinkins, Interim Vice President for Institutional Advancement (11/2006 – 06/2007)

STRATEGIC PLANNING COUNCIL

The following individuals served on the Strategic Planning Council during the development stage of the 2006-2011 South Carolina State University Strategic Plan.

Mr. Gary Davis, Consultant, Westinghouse Savannah River Company
Dr. Andrew Hugine, Jr., President
Ms. Joyce Green, Co-Chair, Executive Director, Administration and Continuous Improvement
Dr. Rita J. Teal, Co-Chair, Executive Director, Institutional Effectiveness
Mrs. Shondra Abraham, Executive Assistant to the President
Ms. Betty Boatwright, Director, Institutional Research
Dr. Hector Butts, Faculty Senate President, 2004-2005
Dr. Mary E. Cheeseboro, Interim, Associate Vice President Academic Affairs
Ms. Mechelle English, Vice President Institutional Advancement
Dr. Jackie Epps, Director, Career Development Center
Dr. Evelyn Fields, Faculty Senate President, 2006-2007
LtC. Anthony Frederick, Professor of Military Science
Ms. Christine Glover, Internal Auditor
Dr. Saundra H. Glover, Vice President Research & Economic Development
Mr. Derrick Green, Staff Senate President
Ms. Anna Haigler, Director, Human Resource Management
Mrs. Charlene Johnson, Athletics Director
Dr. Carl E. Jones, Executive Director, Student Success and Retention Program
Mr. Matt Kimbrough, President, Student Government Association
Mrs. Mahalia Levine-Sinclair, Board of Visitors
Dr. Kenneth Lewis, Dean, College of Science, Math & Engineering Technology
Mr. Cedryc Logan, Director of Facilities
Dr. Suresh Londhe, Interim Dean, Business & Applied Professional Sciences
Ms. Patricia B. Lott, President, National Alumni Association
Mr. Elbert Malone, Interim Assistant Vice President, Sponsored Programs
Dr. Leonard McIntyre, Dean, Education, Humanities & Social Sciences
Ms. Erica Prioleau, Director, University Relations & Marketing
Ms. Leslie Rech, Assistant Professor of Art
Dr. Jo-Ann Rolle, Vice President, Academic Affairs
Dr. Kevin Rolle, Vice President, Student Affairs
Mr. John Smalls, Senior Vice President, Finance and Management
Dr. Thomas Thompson, Dean, School of Graduate Studies
Mr. Howard Walls, Loaned Executive Westinghouse Savannah River Company
Dr. John Williams, Professor of Physics



**Office of Planning and Assessment
South Carolina State University**